

University College Dublin

UCD School of Archaeology

Strategy 2016-21



MISSION: The UCD School of Archaeology inspires people in best archaeological practices and the values of cultural heritage through excellence in research, teaching and public outreach.

VISION: UCD School of Archaeology seeks to be world class in all of its activities, highlighting the best of Irish and International Archaeology. We will provide our students and staff with the opportunity to excel in a dynamic, diverse and multi-disciplinary environment.

VALUE: Collegiality, communication and self-reflection underpin our ambitions. They provide the welcoming, supportive and diverse foundation from which we promote the significance of our global archaeological heritage and the importance of the highest quality and integrity in all aspects of our work.

THE GOAL OF THE HEAD OF SCHOOL is to support the mission and enable the vision of the School whilst upholding our values. To work with and lead colleagues to make the School of Archaeology a better place whilst retaining its core identity. The Head of School will ensure the delivery of our strategic plans, represent the School within the UCD community and mediate between School, College and University.

KEY CHALLENGES 2016-2017 include

- Development of new four year BSc
- Integration of new MSc programmes into School
- Integrate new colleagues into the School
- Embed new Head of School
- Influence and enhance our new College
- Maintain research performance
- Maintain student numbers and teaching performance

Section 1: Increase the Quality, Quantity and Impact of our Research, Scholarship and Innovation

The School will **increase the quality, quantity and impact of research, scholarship and innovation**, building on and in response to the results of the Research Quality Assessment.

Specific Actions

We will

For Next Year (academic session 2016/17)

- Finalise and implement a School *Research Impact and Innovation Plan*
- hold meetings of School Research Innovation and Impact Committee will take place to support the delivery of the Plan.
- Working with UCD Research, support the submission of at least one ERC application
- continue to recruit post-doctoral researchers from exchequer/non-exchequer sources
- Develop a strategy for recruiting PhD researchers including best use of UCD Scholarships to attract international PhD researchers.
- Implement Semester Research Leave policy for 2017-2018

Over the subsequent 4 years

- Develop research plans with staff and facilitate delivery of these, in conjunction with procedures for personal performance planning.
- Further increase and demonstrate the impact of our research.
- Develop opportunities for collaboration within and beyond UCD
- Through Campaign for Archaeology (see below) provide a solid basis for growing and maintaining the School's research capacity and performance
- Promote the School's research achievements through website and social media, to enhance the School's international reputation

Section 2: Provide an educational experience that defines international best practice

The School will provide an educational experience that defines international best practice in archaeological teaching. We will provide diverse learning opportunities for students and embed research into our programmes at all levels.

Specific Actions

We will

For Next Year (academic session 2016/17)

- deliver an MSc in Experimental Archaeology and Material Culture for the first time in 2016/17, embedding it within the UCD Centre for Experimental Archaeology and Material Culture, and promote the MSc to enable recruitment for 2017/18.
- develop an *MSc in Architectural History* in collaboration with colleagues in Art History and Architecture for delivery in 2018-19
- design a four year programme in archaeology as part of the new BSc Programme, incorporating aspects of the Curriculum Review Process
 - o propose a new joint degree in Archaeology and History, replacing the combinations removed in the restructuring.
- Prepare a new Level One module in Anthropology for introduction in 2017-18
- propose a structured elective in Anthropology
- resume discussion to develop an *Archaeological Science* pathway in the BSc programme
- continue our one-year teaching fellowship focusing on the enhancement of the undergraduate student experience, particularly in first year, and the consolidation of School initiatives in student support.
 - o seek funding to appoint an Assistant Professor with demonstrated excellence in teaching to support and sustain our existing and developing programmes.
- introduce formal review of all forms of module feedback, with reviews of Module Enhancement reports for modules where improvements may be required.
- continue to encourage student engagement through the introduction of Student Prizes for essays and other significant achievements

Over the subsequent 4 years

- A *School Teaching and Learning Plan* for UG and PG programmes will be written in alignment with the strategic process at College and University level.
- Further integration of world heritage management into our programmes at undergraduate levels

SECTION 3: CONSOLIDATE AND STRENGTHEN OUR DISCIPLINES

The School of Archaeology are ranked in the top 100 in their field (QS Rankings) and seek to be in the top 50.

Specific Actions

We will

For Next Year (academic session 2016/17)

- With support of UCD Foundation and the College of Social Science and Law, develop "Campaign for Archaeology",
- Identify funding for recruitment of at least one administrative/technical staff to support the strategy of the School
- Develop strategic use of Adjunct staff.

Over the subsequent 4 years

- Continue to develop the Campaign for Archaeology with three year plan for completion
- Through provision of opportunities for development and growth, develop the staff base of the School to maintain and enhance the discipline. (See Section X below)

Section 4: Conduct Strong Interdisciplinary Research and Education in Important Areas of National and Global Need

The School will continue and expand its proud tradition of interdisciplinary and international research in areas of key significance.

Specific Actions

We will

For Next Year (academic session 2016/17)

- Continue to explore the possibilities provided by the School's new focus on World Heritage Management
- Develop interdisciplinary research into the Archaeology of Food
- Revise our research strands and consider relationships to UCD priorities and areas of global need
- Explore interdisciplinary opportunities provided by new programme structures
- Working in collaboration with the College of Social Sciences and Law Graduate School we will develop a Professional Doctorate Programme in Archaeology. This will serve to link academic research activity with professional practice at national level.

Over the subsequent 4 years

- Continue to explore the possibilities provided for collaboration by the School's Centre for Experimental Archaeology and Material Culture, and its associated research and teaching.
- Staff members in the School will continue to work with and develop networks with colleagues across the university (for example in the Earth Institute and the Humanities Institute), nationally and internationally.
 - o This will include engagement with Geary Institute, especially in terms of policy and practice in cultural heritage.
- We will collaborate and engage with local and national agencies and stakeholders in matters of policy and practice.

Section 5: Attract and retain an excellent and diverse cohort of students, faculty and staff

UCD School of Archaeology will attract and retain excellent students, faculty and staff. We will encourage equality, diversity and inclusion within the School, and will focus on personal development of our community.

Specific Actions

We will

For Next Year (academic session 2016/17)

- Enhance student retention and support through various mechanisms including the introduce personal tutors for all students
- Develop a *School Student Recruitment Strategy*
 - o Working with UCD, explore potential for recruitment of students from non-traditional/Deis schools
- *ARCH10130 Ireland: Culture & Heritage* will be introduced
- Deliver and promote the Study Abroad Archaeology programme developed in collaboration with the International Office which features the Archaeological Fieldwork (Glendalough) module as a distinctive attraction for students.
- continue to develop the School Policy on Post-Doctoral Researchers
- improve mentoring of staff, particularly those at early career stage.

Over the subsequent 4 years

- Appoint a School Officer for Equality, Diversity and Inclusivity, with a specific task to develop a School policy, key initiatives (e.g. women on walls) and support Athena Swan applications
- continue to internationalise our UG and PG cohort, in line with the University Global Engagement Strategy and our developing *Student Recruitment Strategy*
- Continue to support the teaching commitment of the School to BDIC (Beijing Dublin International College) onto a more sustainable platform of delivery and explore how best to continue this beyond 2019 when the current three year post expires.
- The School will develop linkages with key partner Schools/Departments in geographically strategic areas, such as North America, Southeast Asia and Kenya, to promote research partnerships and to attract students
- We will continue to explore potential expansion in the area of graduate education, including the provision of certificates for CPD, working in collaboration with the Institute of Archaeologists of Ireland (IAI).
- The School will work with the College and the University to obtain new entry level academic posts, especially in areas of high potential international student recruitment, including Celtic Archaeology.
- Continue to focus on developing specific modules/suites of modules to attract international students at undergraduate level
- work with the International Office to increase international student intake especially at Graduate Level

Section 6: Build our Engagement, Locally, Nationally and Internationally

UCD School of Archaeology will continue its proud tradition of engaging with the archaeological profession, state sector and public in Ireland and abroad. We will advocate for best practice and influence the development of policy where possible.

Specific Actions

We will

For Next Year (academic session 2016/17)

- actively engage with public debate on matters archaeological.
- collaborate with Dublin City Council in the development of student projects and presentations
continue to support Centre for Experimental Archaeology and Material Culture's distinctive public outreach and engagement activities locally, nationally, and internationally.
- develop community archaeology as a focus, including active community involvement in the Hill of Ward and Glendalough projects.
- In collaboration with Access and LifeLong Learning, consider how to best engage with disadvantaged communities. (See also Section 5: *School Recruitment Strategy*)
- Develop framework for increased communication and collaboration with professional archaeologists in Ireland

Over the subsequent 4 years

- Working with the College and the University, will continue to consider how the UCD Centre for Experimental Archaeology and Ancient Technologies might be used to increase awareness of UCD and Archaeology.
- develop in its engagement at national level at a challenging time when decreased state funding and the lack of a coherent national heritage policy poses significant challenges.
- Working with national and international partners the School will host an international diaspora conference in 2020.

Section 7: Develop and strengthen our University community

At the heart of UCD School of Archaeology is our community – of staff, students and friends. We will continue to develop this community.

Specific Actions (see also Section 5)

We will

For Next Year (academic session 2016/17)

- Provide new communication structures for members of the School community
- Celebrate the 75th Anniversary of the UCD Archaeology Society.
- Continued involvement in the pilot career mentoring programme for students developed and managed by the Career Development Centre in partnership with Alumni Relations.
- explore findings of staff survey

Over the subsequent 4 years

- Working with the Alumni Office the School will develop better links with alumni as part of its objective of building a supportive and inclusive community of students, staff and alumni.

Section 8: Further develop world-class facilities to support the vision

The School of Archaeology has recently been provided with significantly improved facilities at Belfield. This transforms what we can achieve, but it is not a permanent solution. We will continue to maximise the potential of the spaces now available, and campaign to provide an appropriate long term solution working within the Campus Development Plan.

Specific Actions

We will

For Next Year (academic session 2016/17)

- See comments in section 3 re. the Campaign for Archaeology
- Consider consolidation of Roebuck facilities into the Ardmore Annexe.
- Further develop Safety protocols for our facilities.

Over the subsequent 4 years

- Our ambitions are clearly outlined in the Campaign for Archaeology.

Section 9: Adopt governance, Budgetary and Management

Structures which enable the Vision

The School is committed to developing equitable, transparent and efficient systems of practice that allow us to exploit the opportunities provided by devolved decision making, whilst reporting our performance appropriately.

Specific Actions

We will

For Next Year (academic session 2016/17)

- Working with the College, establish an effective system to manage and operate the School budget including
 - o Specified budgets for Graduate Programmes
 - o Specified budgets to support key tasks (recruitment, support of research etc)
 - o Introduce HoS support
- Introduce changes to structure of school officerships and meetings
- New communications structures in School (See Section 7)

Over the subsequent 4 years

- Ongoing review of these structures
- Continue to enhance and clarify boundaries of roles and responsibilities
- Engage in Staff Survey process

Section 10: Overcome Financial, Human Resource Management and Other External Constraints

The School of Archaeology will continue to identify strategies to maximise our potentials given the real constraints that exist. We will seek to increase our capacity to excel in research, scholarship, teaching and engagement.

Specific Actions

We will

For Next Year (academic session 2016/17)

- Review key elements of school management to increase capacity
- Introduce work load model
- Introduce Research Leave policy (see Section 1)
- Review use of 'buy out' teaching in keeping with UCD Temporary Teaching Replacement for Faculty Policy
- Obtain greater administrative/technical support for School activities, specifically to support the delivery of our strategy

Over the subsequent 4 years

- With the support of the College and the University work to develop an effective, collegial working environment in the School.
- Build capacity and confidence within the School to seek and attain external support to develop and enhance the School.